



# MIAMI BEACH

OFFICE OF THE CITY MANAGER

NO. LTC # **078-2012**

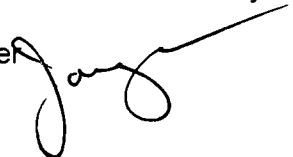
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2012 MAR 15 PM 2:50

LETTER TO COMMISSION

CITY CLERK'S OFFICE

TO: Mayor Matti Herrera Bower and Members of the City Commission

FROM: Jorge M. Gonzalez, City Manager 

DATE: March 15, 2012

SUBJECT: Selection and Appointment of Chief of Police – Raymond A. Martinez

The purpose of this Letter to the Commission (LTC) is to update you on the selection and appointment of the Chief of Police for the City of Miami Beach.

As you are aware and I have previously informed you, the Administration engaged in a very thorough and exhaustive recruitment and selection process last September 2011, for the purpose of identifying the best candidate for my consideration for appointment as the next Chief of Police. The top candidate that emerged from this process is City of Miami Beach Assistant Police Chief Raymond A. Martinez. Attached is Assistant Chief Martinez' resume.

As a reminder, the Chief of Police position was advertised nationally for a sixty day period from September 23 through November 23, 2011. A total of seventy-nine (79) candidates applied from all over the country, including Ohio, New York, Virginia, Michigan, New Jersey, New Mexico, Pennsylvania, Maine and Maryland, to name a few.

Following an initial review of all applications, this number was narrowed down to twenty-three (23) candidates who were identified to proceed to a phone interview by an internal panel made up of representatives from the City's Human Resources Department, Fire Department, City Attorney's Office and the City Manager's Office. This panel identified a group of thirteen (13) candidates who were invited to participate in the "in-person panel interviews." Of these thirteen (13) candidates, two withdrew from the process. Among these thirteen candidates were individuals from law enforcement departments in North Carolina, Georgia, Washington D.C., New Jersey, New York, Connecticut, Maryland, and various counties and various cities throughout the State of Florida.

The City worked closely with the Florida Police Chiefs Association (FPCA) who assisted with the recruitment process leading up to the final selection of the Police Chief by providing assistance in preparing for the panel interviews, including the formulation of the questions and a written assessment that each candidate was asked to complete. The Florida Police Chiefs Association representative who participated in the panel process was William Liquori, the former Chief of Police of Altamonte Springs, Florida and former Deputy Chief of Police of Orlando, Florida (and also a former President of the Florida Police Chiefs Association). Chief Liquori observed all of the interviews, reviewed the written assessments submitted by each candidate and independently provided feedback to me on the process, on each of the candidates and on the written assessments.

To ensure that we had the benefit of diverse perspectives, the in-person panel interviews took place with two different panels and included a mix of individuals from throughout the greater Miami Beach community who have occasion to interact with the City and the Miami Beach Police Department. The mix of individuals included three police chiefs from outside jurisdictions; three former prosecutors; the elected Miami-Dade County Public Defender; two individuals who have served as human resources directors for municipalities in South Florida; four Miami Beach residents; and representatives from local community organizations and the business community. The direction to the members of the two panels

in meeting with the candidates was to take into consideration the following traits and characteristics as they evaluated each candidate: Reformer and change agent; Team builder and ability to positively impact employee morale; Dedication and commitment to law enforcement and the community; Demonstrated and proven leadership abilities and capabilities; Commitment to the concept of community policing; and the ability to effectively deal with our labor unions.

Attached are copies of all the memorandums which have been sent to the Mayor and City Commission regarding the recruitment process which include the list of the candidates that were interviewed by the in-person panels and the names of the panel participants.

The two panels interviewed all candidates over a two day period on February 6 and February 7, 2012. Each panel independently recommended the top candidates to proceed to the next level of the recruitment process.

One of the panels (Panel A) recommended the following four candidates (listed in alphabetical order):

- Frank Fernandez, former Deputy Police Chief, City of Miami;
- Thomas Hunker, Police Chief, Village of Bal Harbour;
- Raymond Martinez, Assistant Police Chief, City of Miami Beach; and
- Mark Overton, Police Chief, City of Hialeah.

The other panel (Panel B) recommended the following three candidates (listed in alphabetical order):

- Frank Fernandez, former Deputy Police Chief, City of Miami; (2)
- Raymond Martinez, Assistant Police Chief, City of Miami Beach; and
- Mark Overton, Police Chief, City of Hialeah.

The four candidates referenced above were invited to participate in a final interview on February 22, 2012 with myself and the following individuals:

- Hugo Barrera, Special Agent in Charge, Miami Field Office, Bureau of Alcohol, Firearms and Explosives (ATF);
- Victor M. Diaz, resident, attorney and former City of Miami Beach Commissioner;
- James Loftus, Director, Miami Dade County Police Department; and
- Jose Smith, City Attorney, City of Miami Beach.

This final interview panel met again via conference call on March 6, 2012 to further discuss the candidates and provide me with their recommendations. At this meeting, a motion was made, seconded and unanimously approved by all panelists to recommend the appointment of Raymond Martinez as the Chief of Police and to offer Mark Overton the position of Deputy Chief of Police. In addition, the panel also agreed with the City Manager's recommendation that the incoming Chief of Police be provided with a "charge memorandum" which sets forth my expectations and priorities for the implementation of the necessary reforms within the Miami Beach Police Department.

In looking at who to appoint as the Chief of Police, the decision was based on who had the ability to best manage the necessary reforms in the police department. My charge memorandum to the new chief identifies both short and long term tasks that I have identified and prioritized for action. The charge memorandum is being finalized and will be provided under separate cover.

The reforms that have already been implemented in our Police Department over the past six months have proven to me that the right leadership to effect change can, indeed, be found from within. Assistant Chief Martinez brings a combination of experience within the organization from his tenure, with the benefit of over twenty-two years of police experience from outside the City of Miami Beach. As a

decorated military veteran and a police officer injured twice in the line-of-duty, Assistant Chief Martinez brings an understanding of fundamental policing, with the much added benefit of management and administrative experience

Prior to beginning his law enforcement career, Chief Martinez served in the United States Marine Corps for three years. During his twenty-two years with the Miami Police Department he served in numerous capacities and ranks leading up to the position of Assistant Chief of Police. He was a patrol officer, firearms instructor, academy training advisor, robbery detective, motorcycle traffic enforcement supervisor, general investigations commander, communications unit commander, and has been a member of the Special Weapons and Tactics (SWAT) team, to highlight a few. He received several awards during his career with the City of Miami Police Department, including the Unit Citation (twice), Officer of the Month, Gold Medal of Heroism, and the Purple Heart for being shot two times in the line of duty.

While serving as the Assistant Chief of the Miami Police Department he commanded both the Administrative Division as well as the Operations Division comprising of over 850 personnel. Chief Martinez coordinated numerous major projects, which include the Florida Police Chiefs Annual Conference in 1994, security for the U.S. Conference of Mayors in 1995, and the International Association of Chiefs of Police (IACP) Conference in 1995. He spearheaded the successful bid to bring the 2005 IACP conference back to Miami Beach. He served as the department's representative on labor relations activities, including collective bargaining negotiations. Assistant Chief Martinez was intricately involved in the department's community policing strategies and served on the United States Justice Department COPS Office Community Policing Resource Board. He was appointed by the President of the IACP to serve on the Police Administration Committee for the IACP.

Assistant Chief Martinez retired from the Miami Police Department in October 2001 and took a position with the City of Miami Beach Police Department as Assistant Chief of Police overseeing the Administration Bureau, and subsequently the Operations Bureau. During his tenure with the Miami Beach Police Department, Assistant Chief Martinez has been involved in all aspects of the organization. While commanding the Operations Division, he has been instrumental in the development of the evolving tactics to deal with large scale special events, such as Memorial Day Weekend. During 2007, with the reorganization of the department, Assistant Chief Martinez assumed both the Administrative and Operational responsibilities for the department. He is the Chairperson for the department's CAD/RMS/FBR technology conversion initiative. On November 4, 2011, as the highest ranking sworn officer, Assistant Chief Martinez assumed day-to-day control of the police department with the separation of the chief. Given that Assistant Chief Martinez had obtained an FBI background clearance of "Secret" classification and is eligible to receive classified briefings, in December 2011, he was selected to attend the Anti-Defamation League's prestigious Advanced Training School on Extremist and Terrorist Threats in Washington DC.

Assistant Chief Martinez has a Master's degree in Public Administration degree from Florida International University and a Bachelor's degree in Liberal Studies from Barry University. He is a graduate of the Southern Police Institute Administrative Officers Course. He has also attended Harvard University's John F. Kennedy School of Government Executive Education Program for Government Performance and Florida International University's Academy for Strategic Management.

Chief Mark Overton brings over twenty-nine (29) years of law enforcement experience, with fifteen of those years at the executive level with the City of Hialeah. He brings the unique experience of nearly five (5) years as Chief of Police for the third largest municipal Police Department in Miami-Dade County, with an approximate \$40 million dollar budget and 450 employees. Prior to being named Police Chief in 2007, he served as the Deputy Chief of Police from 2005 to 2007. He began his career with the City of Hialeah Police Department in 1984 as a Police Officer; served in the capacity of Detective from 1987-

1990 and was subsequently promoted to the ranks of Sergeant, Lieutenant and Captain between 1990 and 2005. Chief Overton currently serves as the President of the Miami-Dade Police Chiefs Association. He has received a number of awards and honors over the course of his career including the Officer of the Year in 2003. Chief Overton has a Bachelor's degree in Public Administration from Barry University and has attended the Southern Police Institute's National Sheriff's Association Executive Leadership Program and the Command Officer's Development Course both at the University of Louisville. Attached is Chief Overton's resume.

I believe that the combination of Assistant Chief Martinez and Chief Overton as Chief and Deputy Chief of Police for the City of Miami Beach Police Department will provide the right combination of experience, leadership, and commitment to effectively lead and reform the Police Department. Meetings with both Assistant Chief Martinez and Chief Overton have been scheduled with each of you over the next few days to give you each a chance to speak with them individually.

The item to consent to the appointment of Raymond Martinez as the Chief of Police is on the March 21, 2012 City Commission agenda for your action in accordance with Article IV, Section 4.02 of the City of Miami Beach Charter.

If you have any questions or need any additional information, please feel free to contact me.

JMG/RI



# MIAMI BEACH

OFFICE OF THE CITY MANAGER

RECEIVED

MEMORANDUM

#005-2012

2012 JAN 30 PM 4:41

TO: Mayor Matti Herrera Bower and Members of the City Commission CITY CLERK'S OFFICE

FROM: Jorge M. Gonzalez, City Manager *JMG*

DATE: January 30, 2012

SUBJECT: Update on Police Chief Recruitment

This memorandum is to provide an update on the Police Chief recruitment. All previous memorandums regarding the Police Chief recruitment process are attached. Although there were originally thirteen (13) candidates who had been invited to participate in the panel interview process, one of those candidates, Ricardo Gomez, Police Chief, City of Doral, Florida, is no longer participating in the process so there are now twelve (12) candidates. Attached is the December 20, 2011 memorandum that lists the names of all these candidates.

To ensure that we have the benefit of diverse perspectives, the next round of interviews will take place with two (2) panels, which include a mix of individuals from throughout the greater Miami Beach community who have occasion to interact with the Miami Beach Police Department.

The City has been working with the Florida Police Chiefs Association (FPCA) to prepare for the panel interviews, including the formulation of the questions and any oral and/or written assessments each candidate will be asked or requested to provide. We have also asked the FPCA to assist with the entire process leading up to the final selection of the Police Chief. The panels will meet with each candidate on Monday, February 6 and Tuesday, February 7, 2012.

Panel A includes (in alphabetical order):

1. Richard Amion, Police Major, Miami Dade County Police Department and Police Commander, Town of Miami Lakes, Florida
2. Mayra Buttacavoli, Miami Beach resident (former Human Resources Director and Assistant City Manager, City of Miami Beach)
3. Marlo Courtney, Goldman Properties (representing the business community)
4. Dan Gelber, Attorney (former Federal Prosecutor)
5. Carlos Martinez, Public Defender
6. Gerald Monahan, Chief of Police, Port Orange, Florida (former President of the Florida Police Chiefs Association)

Panel B includes (in alphabetical order):

1. Michael Band, Attorney (former Chief Assistant State Attorney, Miami Dade County)
2. Averill Dorsett, Human Resources Director, City of Fort Lauderdale (former Prosecutor, Miami Dade County)
3. C.J. Ortuno, Executive Director, Save Dade
4. Samuel Williams, former Chief of Police, Ocala, Florida (former Assistant County Manager over Public Safety, Miami Dade County and former Assistant Director, Miami Dade County Police Department)
5. Elsa Urquiza, Miami Beach resident (former U.S. Equal Employment Opportunity Commission (EEOC) employee)

In addition, William Liquori, the former Chief of Police of Altamonte Springs, Florida and former Deputy Chief of Police of Orlando, Florida (and also a former President of the Florida Police Chiefs Association) will represent the Florida Police Chiefs Association during the panel interviews and will observe all of the interviews.

After each of the two (2) panels interview all 12 candidates, the panels will collectively recommend which candidates should move to the final interview. The final interviews are scheduled to take place on February 22, 2012. I have asked the following individuals to join me in the final interviews with the top candidates:

1. Hugo Barrera, Special Agent in Charge, Miami Field Office, Bureau of Alcohol, Firearms and Explosives (ATF)
2. Victor M. Diaz, resident, attorney and former City of Miami Beach Commissioner
3. James Loftus, Director, Miami Dade County Police Department
4. Jose Smith, City Attorney, City of Miami Beach

The selection of the Police Chief will be made shortly after these final interviews and a thorough background check and criminal history check. The selected candidate will also be subject to a pre-employment physical and I will conduct a series of reference checks to cross-check and verify the information we have gathered and to get to know the candidate even better. Finally, the salary, benefits and start date will be negotiated. I expect the selected candidate will be introduced to the City Commission and then brought to the City Commission for consent at the March 21, 2012 City Commission meeting.

If you need any additional information, please feel free to contact me.

JMG/ri

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# MIAMI BEACH

OFFICE OF THE CITY MANAGER

## MEMORANDUM

TO: Mayor Matti Herrera Bower and Members of the City Commission

FROM: *Hilda Fernandez*  
for Jorge M. Gonzalez, City Manager

DATE: December 20, 2011

SUBJECT: Update on Police Chief Recruitment

This memorandum is to provide an update on the Police Chief recruitment. Attached is the November 28, 2011 memorandum that provided the last update on this recruitment process.

The City accepted applications for this position through November 30, 2011, and received a total of 79 applications. Of these 79 applicants, the City identified 24 candidates to proceed to the telephone interview stage of the recruitment process, as described previously in the September 27, 2011 memo to the City Commission (also attached).

The telephone interviews took place from December 7, 2011 through December 9, 2011, and were conducted by Assistant City Manager Hilda Fernandez, Assistant Fire Chief Javier Otero, Assistant Director of Human Resources Rafael Granado, and Senior Assistant City Attorney Aleksandr Boksner. From these telephone interviews, the panel identified a group of candidates to participate in the formal interview stage of the recruitment process. A preliminary background search was performed on all the candidates selected to participate in this next process. The thirteen (13) candidates who have been invited to participate are listed below (in alphabetical order):

1. Eugenio Bernal, Deputy Chief of Police, Orlando, Florida Police Department
2. Thomas Cannon, former Assistant Chief of Police, Miami, Florida Police Department
3. Frank Fernandez, Police Expert Consultant, U.S. Department of Justice and former Deputy Chief of Police/Chief of Operations, Miami, Florida Police Department
4. Ricardo Gomez, Chief of Police, Doral, Florida Police Department
5. Michael Gugliotti, Chief of Police, Waterbury, Connecticut Police Department
6. Rafael Hernandez, former Chief of Police, North Miami Beach, Florida Police Department
7. Thomas Hunker, Chief of Police, Bal Harbour, Florida Police Department
8. Raymond Martinez, Assistant Chief of Police, Miami Beach, Florida Police Department
9. Paul Miller, Deputy Chief of Police, Miami Gardens, Florida Police Department
10. Calvin Moss, Deputy Chief of Police, Atlanta, Georgia Police Department
11. Mark Overton, Chief of Police, Hialeah, Florida Police Department
12. Amos Rojas, former Special Agent in Charge, Florida Department of Law Enforcement
13. Louis Vega, former Police Director, Camden, New Jersey Police Department

To ensure many different perspectives are taken into account, the formal interviews will take place with two (2) panels, which will include a mix of individuals from throughout the community who have occasion to interact with the Miami Beach Police Department. Our Human Resources Department is reaching out to and finalizing who will serve on the panels. The panel interviews are scheduled to take place during the week of January 16, 2012.

As mentioned previously, and noted in the September 27<sup>th</sup> Memorandum, the final round of interviews and other assessments are expected to be completed by early to mid February 2012, with the selection of the Police Chief expected to be made shortly afterwards.

If you need any additional information, please feel free to contact me.

JMG/RI

Attachments

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ANAWAKE BEACH

OFFICE OF THE CITY MANAGER

## MEMORANDUM

TO: Mayor Matti Herrera Bower and Members of the City Commission

FROM: Jorge M. Gonzalez, City Manager

DATE: November 28, 2011

SUBJECT: Update on Police Chief Recruitment

This memorandum is to provide an update on the Police Chief recruitment. Attached is the September 27, 2011 memorandum that provides details and an overview of the full recruitment process.

As of November 23, 2011, the City has received 75 applications. Of these candidates, there is a mix of senior level law enforcement individuals and a number of current or former police chiefs from other jurisdictions. Although the City will continue to accept applications, a comprehensive review and evaluation of each application has already begun. This review is expected to be completed by early December 2011.

The telephone interviews described in the September 27, 2011 memorandum (attached) are expected to be completed by mid-December 2011. From this telephone interview process, candidates will be selected and invited to participate in the formal interview process. These formal interviews will be with at least two panels which will include a mix of individuals from throughout the community and the organization who have occasion to interact with the Police Department and can provide valuable insight to the process. This will ensure many different perspectives are taken into account. I have identified a number of individuals to participate in the process and once we know which candidates will be invited to interview, the panelists will be finalized and interviews will be scheduled.

As mentioned in my memo of September 27, 2011, the final round of interviews and other assessments are expected to be completed by the end of January 2012 to early February 2012 with the selection of the Police Chief expected to be made shortly afterwards. Even though the City will have already conducted preliminary background checks on the top candidates, once the final selection is made, a more thorough background check, including references and other required steps, will be conducted prior to the City Commission ratification.

The recruitment process and timeline described in the September 27, 2011 Memo is aggressive and should yield a highly qualified and competent selection for the Chief of Police. As previously mentioned, timelines are subject to change based on several factors including how the process progresses.

If you need any additional information, please feel free to contact me.

JMG/RI

Attachment

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# MIAMI BEACH

OFFICE OF THE CITY MANAGER

## MEMORANDUM

To: Mayor Matti Herrera Bower and Members of the City Commission  
From: Jorge M. Gonzalez, City Manager  
Date: September 27, 2011  
Subject: Chief of Police Recruitment

The purpose of this memorandum is to provide an overview of the recruitment process for the City of Miami Beach Chief of Police. As you know, Chief Carlos Noriega is in the DROP and will separate from the City on December 31, 2011.

As discussed at the September 14, 2011 City Commission meeting, an internal/external recruitment will be conducted to identify and select the next Chief of Police for Miami Beach. In order to ensure a fair and open recruitment, which will aid me in identifying and selecting the best candidate for the position, the process I intend to follow is outlined below.

As City Manager, I have conducted numerous executive level recruitments over the past several years and I have used a variety of methods to ensure that we fully evaluate prospective candidates. Typically, the City's recruitment process includes the following phases: (1) Recruitment; (2) Evaluation; and (3) Selection/Appointment.

The process for the Police Chief recruitment will be similar to the City's standard process which we have used for other senior level recruitments for department directors, including the two most recent appointments – the CIP Director and Building Director. This process will include input from many different perspectives and stakeholders to ensure that a fair and unbiased selection is made. Other elements may be incorporated to the process to help with the City's recruitment efforts. Such a process will help protect the City from any challenges that may arise after the process is concluded from any non-selected candidate. The timelines described below are subject to some fluctuation depending on how the process progresses.

### Recruitment

The recruitment phase of the process is already underway and the City has already begun to accept applications.

Before the recruitment phase began, the Human Resources Department updated the Police Chief job description (as it had not been revised since 1997) to more accurately capture the current nature of work; essential duties; knowledge, skills and abilities; and minimum requirements of the position. Based on the updated job description, a position announcement was developed (attached).

This position announcement has been posted on the City's website and job boards and has

been submitted to the following organizations for posting on their respective websites and employment outlets:

- International Association of Chiefs of Police (IACP)
- Florida Police Chiefs Association (FPCA)
- Miami-Dade County Association of Chiefs of Police (MDCACP)
- International City/County Management Association (ICMA)
- Florida City/County Management Association (FCCMA)
- Miami-Dade City/County Management Association (MDCCMA)

In addition, the City will forward the position announcement to contacts in the industry and ask that the announcement be distributed to individuals or groups that may be interested or may know of individuals who may be interested. Human Resources will also identify candidates through referrals, networking and available online services.

The position will be posted for two full months (from September 23, 2011 through November 23, 2011) to allow adequate time for prospective candidates to consider the opportunity and to complete and submit an application to the City for consideration. Although the City will continue to accept applications after this date, the evaluation phase will become the priority.

### Evaluation

The City will continuously review and evaluate all applications as they are received. The evaluation process includes the following:

#### 1. Review of Qualifications

Initially, the Human Resources Department will screen applications to ensure they meet the minimum requirements of the position. In addition, the applications are sorted into categories based on their relative experience and whether they meet the qualities described in the position description. Following this initial review of paper qualifications, I also will personally review the candidate applications to determine an initial list of candidates who will be asked to participate further in the process. This is expected to be completed by early December 2011.

#### 2. Telephone Interviews

The telephone interview is intended to reduce the initial list of potential candidates down to a more manageable number of candidates (usually between eight and twelve). An informal interview with candidates is conducted to refine items included in their application and get a better understanding of their unique skills, abilities and experience. A determination is made as to whether the candidate warrants continued consideration.

At this time, a determination is also made as to whether the overall pool of candidates is sufficiently acceptable and diverse enough that a selection can be made from the list and the evaluation process should continue. If not, the City will expand recruitment efforts to attract additional candidates. This is expected to be completed by December 2011.

#### 3. Panel Interviews

The next step involves inviting the candidates to come to the City for a structured panel interview. At this step, the process is much more formal. Specific questions are developed and a specific routine is followed. The panels will consist of a mix of individuals to ensure that we get the benefit of many different perspectives. This step will identify more specifically the

candidate's technical abilities and other skills for the position. This has, on some occasions, included more than one panel ("Internal" and "External" evaluators).

For this position, it is my intention to have at least two different panels interview the candidate and give me their opinions. The panels will include individuals from the community who have a particular perspective or who have occasion to interact with the Police Department and can provide valuable insight to the process as well as internal individuals (employees) who interact frequently with the Police Chief or Police Department.

The panel interview portion should reduce the candidate list down to the top three to five candidates for further consideration. This is expected to be completed in early January 2012.

#### Selection/Appointment

Upon completion of the panel interviews, a short list of candidates will be identified and will be further considered for selection. This process will include a final interview panel, as well as other assessment tools to ensure that the candidate who is best qualified and is the best fit for the community and the organization is identified.

#### Final Interview

I will conduct one or more final interviews with the candidates. Typically, I will include others on this panel to again, ensure a variety of perspectives in our consideration. At this stage, management, leadership and personality traits are also considered. The aim is to ensure a highly qualified candidate with not only the technical skills to do the job, but also someone who has the appropriate other skills to succeed in our community, our organization and our environment. I expect that this step will be completed by the end of January 2012.

#### Other Assessments

Given the high degree of public contact that the Police Chief will have with our community, I would also expect to create an opportunity for our community (both resident and business) to have an opportunity to meet and question the candidates. This exercise is still under development but would entail a public meeting (or series of meetings) to give the broader community an opportunity to give me their thoughts and suggestions as I make my final determination on selection. The expected completion for this is January 2012.

In addition to the process mentioned above, further research and evaluation takes place. The short list of candidates and/or final candidate will also have to go through a thorough background check and criminal history check. A pre-employment physical is conducted. I will also conduct a series of reference checks on the final candidate to cross check and verify the information we have collected and get to know the candidate better. Finally, the salary, benefits and start date negotiations are conducted. This is expected to be completed in early to mid February 2012.

#### Commission Ratification

As the Police Chief position is a department director, the City Charter requires that the City Commission consent to his/her appointment. It is my intention to introduce the selected candidate to each of you prior to the item being heard by the Commission. You each will have an opportunity to individually meet with, ask questions of and give your thoughts to me or to the selected candidate prior to consenting to the appointment. This is expected to take place at either the February or March 2012 commission meeting (depending on dates and completion of above process).

The recruitment process and timeline described above is aggressive and should yield a highly qualified and competent selection for the Chief of Police. As previously mentioned, timelines are subject to change based on several factors including how the process progresses.

If you have any questions or need additional information regarding this issue, please feel free to contact me directly or Ramiro Inguanzo, Human Resources Director, at extension 6697.

F:cmgr/Jorge/Memo/Police Chief Recruitment

MIAMI BEACH

CITY OF MIAMI BEACH  
invites applications for the position of:

## Police Chief

EOE/AA/ADA/VET PREF

**SALARY:** \$60.75 - \$98.12 Hourly  
\$4,860.30 - \$7,849.81 Biweekly

**OPENING DATE:** 09/22/11

**CLOSING DATE:** 11/23/11 05:00 PM

### NATURE OF WORK:

Miami Beach is a 24-hour/7-day-a-week, entertainment / residential full service community, encompassing seven square miles, populated by approximately 90,000 year-round residents, but with a daily population of nearly 200,000. Miami Beach's international appeal brings over 10 million tourists annually to its beaches, restaurants, clubs, cultural facilities, convention center and other establishments.

The City of Miami Beach was incorporated in 1915 and operates on a Commission/City Manager form of government. The Commission consists of an elected Mayor and six Commissioners who serve as the policy-making body of the City. The City Manager ensures that policies, directives, resolutions and ordinances adopted by the City Commission are enforced and implemented. The City Manager is also charged with all the daily operations of the City. All Department Directors, including the Police Chief, are appointed by and report to the City Manager.

The Miami Beach Police Department (MBPD) is responsible for the enforcement of all laws within the City limits of Miami Beach. The MBPD has an annual budget of approximately \$90 million and approximately 500 employees (of which approximately 370 are sworn officers). The Fraternal Order of Police (FOP) represents the non-command staff sworn employees and three other general employee unions represent most other employees. The MBPD is one of approximately 20 citywide departments that all work together to accomplish the City's overall mission and vision.

The MBPD is nationally accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA). Additionally, the MBPD is currently recognized as an elite "Flagship Agency," an accomplishment attained by a limited number of police departments. Flagship Agencies are selected by CALEA based upon their past awards, current assessments, and overall professional standing in the public safety community.

The current Police Chief is retiring after a 28 year career with the MBPD.

The Police Chief is a highly responsible senior level management position that involves the planning, organizing, staffing, directing and controlling of all of the Police Department's functions and activities. This position requires extreme confidentiality and professionalism. The Chief exercises extensive independent judgment and professional managerial knowledge in the administration of a large and complex 24-hour/7-day-a-week public safety and law enforcement department to provide the highest level of protection to the City. The position requires the ability to proactively and successfully work with staff at all levels and with the City Administration to deal with personnel, safety and administrative issues. Supervision is exercised through various levels of command staff in the Police Department over a variety of sworn, technical professional, administrative, specialized, and clerical employees with assigned responsibilities in various operations of the department. The Police Chief reports to the City Manager. The Police Chief is responsible for the attainment of desired objectives, the professional management of all of the MBPD operations, and for the quality of services provided by MBPD employees to the City and its customers.

The selected Police Chief will lead the transformation and transition of the MBPD to an even higher performing organization with particular emphasis on developing a well trained and well respected organization applying traditional community-based and problem-oriented policing strategies. Special attention to the use and implementation of technology and automation to ensure increased accountability and transparency of the

department is expected. The Chief will also deal with a number of other challenges, including: (1) striking the balance between more community-oriented services delivered to our residents and the demands and workload generated as a 24-hour tourist destination; (2) Managing and policing several large scale events that take place in the City which attract large crowds particularly during holiday weekends i.e. (New Year's Eve, July 4th, Memorial Day etc.), spring break, the winter season and other special events throughout the year; (3) Focusing on streamlining the organization in light of extremely challenging budget constraints; (4) Collectively bargaining with the FOP and other unions in 2012 as the current contracts expire on September 30, 2012 with particular focus on wages, benefits and pension issues; (5) Ensuring that all MBPD employees are committed and connected to the City's and MBPD's mission, vision, and values, and are held accountable at all levels and at all times, (6) Ensuring the Delivery of good customer service by police personnel and the attainment of high employee morale; and, (7) focusing on other high priority tasks to be addressed immediately.

#### **ILLUSTRATIVE EXAMPLES OF ESSENTIAL DUTIES:**

- Plans, programs, directs and evaluates all the operations of the Police Department;
- Develops annual budget proposal and controls budgeted expenses;
- Formulates and implements police policies, procedures, rules, regulations and programs;
- Prepares and reviews operational and administrative reports;
- Participates as a member of the City's labor relations collective bargaining negotiations team;
- Develops and maintains effective partnerships with local, state and federal law enforcement agencies;
- Proactively develops and implements plans to address challenges unique to the Department and City;
- Promotes, assigns and disciplines department personnel;
- Supervises maintenance of all records and materials associated with law enforcement activities or administration;
- Makes periodic public addresses;
- Attends meetings and serves on committees, boards and agencies related to promoting crime prevention and improving law enforcement;
- Ensures the delivery of good customer service by departmental personnel
- Evaluates the work of departmental personnel; and
- Performs related work as required.

#### **MINIMUM REQUIREMENTS:**

- A minimum of fifteen (15) years of progressively responsible law enforcement experience, which must include at least five to seven (5-7) years of executive management and police command staff experience.
- Certification as a Florida law enforcement officer in accordance with Chapter 943, Florida Statutes (or ability to obtain within six months of employment).
- Bachelor's degree from an accredited institution, in Public Administration, Political Science, Criminal Justice, Law Enforcement, Public Safety Management, or related field.
- Other combination of experience and education that meet the minimum requirements may substitute the education prerequisites.
- Progressively responsible senior-level police command staff experience in Florida law enforcement. **(Not a minimum requirement but highly desired)**
- Graduation from a nationally recognized executive development command-training program (i.e. FBI National Academy, Southern Police Institute, Northwestern, or other related professional law enforcement programs). **(Not a minimum requirement but highly desired)**
- Master's degree from an accredited institution, in Public Administration, Political Science, Criminal Justice, Law Enforcement, Public Safety Management, or related field. **(Not a minimum requirement but highly desired)**

## **Raymond A. Martinez**

Assistant Chief of Police  
Miami Beach Police Department  
1100 Washington Avenue  
Miami Beach, FL 33139  
305 673-7925

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### **QUALIFICATIONS**

- Over 32 years of law enforcement experience with the Miami and Miami Beach Police Departments
- Solid breadth and depth of departmental experience, in both operations and administration
- Law enforcement professional with an uncompromising commitment to duty and honor
- Motivational leader who guides by example and inspires loyalty and exceptional performance
- Readily accepts challenges; resolute, even under the most difficult circumstances

### **PROFESSIONAL EXPERIENCE**

2001 – Present Police Department, City of Miami Beach, Florida

Built a record of distinguished service in law enforcement for a community of 90,000 residents with ten million visitors annually. Performed many diverse roles throughout career and gained familiarity with every aspect of departmental operations. Received numerous honors and awards.

#### **CURRENT ASSIGNMENT**

2011 – Present Assistant Chief of Police, City of Miami Beach, FL, and Serving as the Highest Ranking Officer in Charge while the Chief of Police position is vacant. Command of the Department's two Bureaus (Operations and Administration), 362 sworn officers, and 139 civilian employees. Oversight of \$92 million departmental budget.

### **Summary**

Furthered the implementation of comprehensive community policing by initiating a Sector Plan for the Patrol Division with specific areas of responsibility for all officers and supervisors.

Oversight of a wide variety of major events including Memorial Day (with over 250,000 attendees), 2010 Super Bowl and Pro Bowl, Art Basel, Art Deco Weekend, Spring Break, and New Year's Eve.

Lead MBPD contingent to the 2009 Presidential Inauguration in Washington DC

Adjunct Professor for the School of Policy and Management, College of Urban and Public Affairs, Florida International University and the University of St. Francis

Served with the United States Marine Corps (1976 – 1979) Honorable Discharge as Lance Corporal, served as a Field Radio Operator, 2<sup>nd</sup> Battalion, 6<sup>th</sup> Marine Regiment, 2<sup>nd</sup> Marine Division

## **PREVIOUS ASSIGNMENTS**

- 2007-2011 MBPD Assistant Chief of Operations and Administration Bureau – oversees all operations within the Miami Beach Police Department including the Internal Affairs Unit.
- 2004-2007 MBPD Assistant Chief of the Operations Bureau. This includes the Patrol Division consisting of uniform patrol, motorcycle patrol, accident investigation, marine patrol K-9, bicycle patrol, beach patrol, SWAT, Crime Suppression Teams, and Problem Solving Teams for the Redevelopment Areas. Also includes the Criminal Investigations Division consisting of Homicide, Violent Crimes, Robbery, Burglary, Auto Theft, Economic Crimes, and Juvenile Crimes, the Strategic Investigations Unit (Vice, Narcotics, and Terrorism).
- 2001-2004 MBPD Assistant Chief of the Administration Bureau. This includes the Technical Services Division and the Support Services Division. The area of responsibility includes hiring, training, personnel, background investigations, budget, confiscations, 911 communications, property and evidence, fleet management, records management, information technology, and off-duty employment.
- 1994-2001 Miami Police Department – Assistant Chief of Police  
Chief of the Field Operations Division, November 1999 through October 2001, which included overseeing all patrol operations, District Investigations to include robbery and burglary, tactical operations to include K-9, Mounted Patrol, Marine Patrol, Motorcycle Patrol, SWAT, street level tactical operations and drug enforcement. Assistant Chief Martinez was responsible for overseeing the department's community policing efforts, which included the department's Neighborhood Enhancement Teams (NET), Problem Solving Teams (PST), Neighborhood Resource Officers (NRO), School Resource Officers (SRO), and Citizens on Patrol programs.

Chief of the Administration Division July 1994-November 1999, which included the Business Management Section, Personnel Resource Management Section, Communications Section, and the Support Services Section. The area of responsibility included hiring, training, personnel, recruitment and selection, budget, property and evidence, forfeitures, 911 communications, planning and research, grants management, records management, information technology, and vehicle fleet services.

Related Duties: Was instrumental in the strategic development and implementation of the department's community policing philosophy. Chief Martinez was the point person on all federal grants for the police department. He coordinated the department's efforts to obtain over \$95 million in grants as well as match waivers from the COPS Office in Washington, DC. Assistant Chief Martinez was the department's labor relations representative, which negotiated the labor agreements with the Fraternal Order of Police in 1995 and 1998. Coordinated the 1995 International Association of Chiefs of Police Conference and successfully spearheaded the bid to bring the 2005 IACP conference back to Miami Beach. He served as an active member of the United States Department of Justice COPS Community Policing Resource Board. Was invited and served on the International Association of Chiefs of Police Summit on Hate Crime in America, June 25-26, 1998. Served as the City of Miami Police representative for the selection

committee for the Federal Government Lobbyist and Consulting Services and the committee for the Test Developer and Provider for the police lieutenant promotional process.

- 1991-1994      Miami Police Department – Major of Police  
Commander, Business Management Section (1993-1994)  
Commander, Field Support Section (1991-1993)  
Commander, Communications Section (1991)  
Commander, Special Weapons and Tactics Team (SWAT) (1991-1994)
- May 1994      Miami Police Department – Captain of Police; promoted to the civil service rank of Captain while serving in the unclassified rank of Major
- 1989-1991      Miami Police Department – Lieutenant of Police  
Commander, General Investigations Unit (1990-1991)  
Commander, Patrol (1989-1990)  
Commander, Special Weapons and Tactics Team (SWAT) (1989-1991)
- 1984-1989      Miami Police Department – Sergeant of Police  
Supervisor, Enforcement Detail (Motorcycle) (1986-1989)  
Supervisor, Patrol (1984-1986)  
Supervisor, Special Weapons and Tactics Team (SWAT) (1984-1986)
- 1979-1984      Miami Police Department – Police Officer  
Robbery Investigator (1983-1984)  
Training Advisor at Police Academy (1982-1983)  
Patrol Officer (1979-1982)  
Special Weapons and Tactics Team (SWAT) (1981-1984)

#### **AWARDS**

Up & Comers Award recipient 1996, Government category, South Florida Business Journal and Price Waterhouse LLP  
Purple Heart (Shot in the line of duty 1981)  
Gold Medal of Heroism  
Officer of the Month  
Unit Citation (Twice, Enforcement Detail, Coordinator Florida Police Chiefs Conference)

#### **EDUCATION AND TRAINING**

Master of Public Administration. Florida International University, Miami, Florida, December 1993.

Bachelor of Liberal Studies. Barry University, Miami, Florida, 1990.

Administrative Officers Course, Southern Police Institute. University of Louisville, Louisville, Kentucky, 1990.

Academy for Strategic Management, Florida International University, Certificate Program, April 1999.

Federal Bureau of Investigation, Florida Executive Development Seminar,  
Certificate Program, May 2005.

Driving Government Performance, Harvard University, John F. Kennedy School of  
Government, Certificate Program, November 2006

**CERTIFICATIONS AND LICENSURE**

Law Enforcement Officer, State of Florida  
Police Instructor, State of Florida

**PROFESSIONAL AFFILIATIONS**

International Association of Chiefs of Police  
Miami-Dade County Association of Chiefs of Police  
Fraternal Order of Police Lodge #20  
Florida Police Chiefs Association  
Police Executive Research Forum  
Police Officer Assistance Trust (P.O.A.T.)

**COMMUNITY SERVICE**

Executive Board Member, Miami Beach Police Athletic League  
University of Miami Baseball Team Coach's Committee  
Past Chairman, Board of Trustees, Plymouth Congregational Church  
Teen Youth Advisor, Plymouth Congregational Church in Coconut Grove  
Manager and Coach, Howard Palmetto Baseball  
Manager of Youth Travel Baseball Team (Miami Bandits)

# **MARK NATHAN OVERTON**

**CAREER OBJECTIVE:** To obtain the position of Chief of Police with the City of Miami Beach Police Department. I have over twenty-nine years of law enforcement experience, fifteen years of which are at the executive management level. My strengths are proven leadership, exceptional liaison, organizational skills, and personnel management skills with a talent for making rapid assessments of diverse administrative and operational situations and developing and leading the resulting action plans.

## **PROFESSIONAL EXPERIENCE:**

November 2007 to Present

**Chief of Police – City of Hialeah Police Department**

August 2005 to November 2007

**Deputy Chief of Police – City of Hialeah Police Department**

Second in command to the Chief of Police

February 2002 to August 2005

**Captain – City of Hialeah Police Department**

Criminal Investigation Division

Support Services Division

Special Weapons and Tactics

February 1996 to February 2002

**Lieutenant – City of Hialeah Police Department**

Uniform Patrol Division

Special Investigations Divisions

September 1990 to February 1996

**Sergeant – City of Hialeah Police Department**

Uniform Patrol Division

Criminal Investigation Division

October 1987 to September 1990

**Detective – City of Hialeah Police Department**

Combined Operations Platoon – S.W.A.T.

January 1984 to October 1987

**Police Officer – City of Hialeah Police Department**

## **EDUCATION AND TRAINING:**

**Bachelor of Science in Public Administration**

Barry University, Miami Shores, Florida

**Southern Police Institute** – National Sheriff's Association Executive Leadership Program and the Command Officers Development Course - University of Louisville, Louisville, Kentucky

## **WORKSHOPS/SEMINARS:**

- Incident Command Training (NIMS): I-300, I-400, I-401, I-402
- Emergency Management Training
- Hurricane Preparedness Training
- Threat and Risk Assessment Training
- Innovative Management
- Leadership and Team Building
- Line Supervision
- Instructor Technique Workshop (ITW)
- Field Training Officer Training
- Fire Arms Instructor
- Defensive Tactics Instructor

## **AWARDS AND HONORS:**

- Administrative Excellence
- Outstanding Supervisor (5 awarded)
- Combat Cross (2 awarded)
- Purple Heart
- Distinguished Service
- Officer of the Year 2003
- Officer of the Quarter
- Officer of the Month
- Meritorious Service (18 awarded)
- Good Conduct (5 awarded)
- Hialeah Expeditionary (2 awarded)
- Emergency Mobilizations (16 awarded)

## **ORGANIZATIONS AND COMMITTEES:**

- Hialeah Police Pension Fund Board of Trustees – Elected 2004 to 2008
- International Police Chiefs Association
- President of Miami Dade Police Chiefs Association - Present
- Florida Association of Chiefs of Police
- Urban Areas Security Initiative 2006 to Present
- South Florida IMPACT Board of Directors 2007 to Present
- Police Officers Assistance Trust 2007 to Present
- Management Representative City of Hialeah Retirement Board 2007 to Present
- NICB CEO's Law Enforcement Advisory Committee 2008 to Present
- Region XIV Training Council Chairman
- Executive Committee of the FBI Joint Terrorism Task Force (JTTF)

## **LANGUAGES:**

Fluent in English and Spanish